1 *Article*

2 # Social Customer Relationship Management and
3 # Organizational Characteristics

4 **Kateřina Kantorová [1] and Pavel Bachmann [2]***

5 [1] University of Pardubice; Institute of Bussines Economics and Management; katerina.kantorova@upce.cz
6 [2] Department of Management, University of Hradec Králové; pavel.bachmann@uhk.cz
7 * Correspondence: pavel.bachmann@uhk.cz; Tel.: +42 049 333 2378

8

9

10 **Abstract:** Social customer relationship management (SCRM) is a new philosophy influencing the
11 relationship between customer and organization, where the customer gets opportunity to control
12 relationship through social media. The paper aims on (a) identification of current level of SCRM and
13 also on (b) influence of basic organizational characteristics on SCRM level. The data were gathered
14 through the questionnaire distributed in 362 organization headquartered in the Czech Republic. The
15 questionnaire comprised 54 questions focusing on the significance of marketing and CRM practices,
16 establishing a relationship with the customer, online communities, the use of social media in
17 marketing, and acquiring and managing information. The majority of questions were scalable and
18 used typical five-level Likert scale. Results showed that larger firms more often set up their own
19 online communities and manage them strategically, moreover they are able to manage information
20 better. Contrariwise, small sized organizations use social networks as a way to establish
21 communication with the customer more than large sized entities. Use of social media for marketing
22 purposes is significantly higher in organizations oriented on consumer markets than on business
23 markets.

24 **Keywords:** customer relationship management (CRM); social media; social CRM; customer
25 information, small and medium enterprises (SMEs)

26

27 **1. Introduction**

28   Today's relationship with the customer is much more influenced by a customer community
29 living on social networks. The way the relationship with the customer is built has changed over the
30 course of history. In this new environment customer can control his relationships with businesses as
31 well as gets power to influence others in his social network. Moreover, in understanding of
32 customers´ actual needs, the social media are becoming a new phenomenon. The customer data are
33 becoming mainly collected via social media as Facebook, YouTube, LinkedIn, Twitter or/and blogs
34 and new term Social customer relationship management (SCRM) is used for distinguishing this new
35 approach [1;2;3]. Van Looy [4] describes SCRM as "multidisciplinary social media approach as it
36 involves all departments in the organization. Instead of only contacting people with sales offers, the
37 aim of social CRM is to build strong relationships with Internet users by giving them a positive
38 experience of the organization's brand, products, and services." At the end, SCRM turn such social
39 media relationships into loyal customers, which is the main goal, the product/service purchase has
40 the secondary role, only.

41

42   Huge shift from ´older´ electronic CRM to ´newer´ SCRM and the ´nascense of customer
43 management´ is illustrated by Harrigan [5]. The customer has become not only an object for
44 measurement and assessment, but also the key player of relationship, every of his activity and
45 behavior is monitored online and in relation to his role in the community. Moreover, Osakwe et al.

[6] in their study implies that online retail brands should offer its products via social networking sites and also endeavor to keep tracking these online users in the social media community to increase affinity towards their brands. Recent studies [5;7;8] pointed out that that SCRM nature is often affected by the organizational characteristics, mainly size and market orientation.

Although SCRM is already considered as a very effective marketing approach, primarily for customer acquisition, we know just little about its application in the business sector in Europe and even less in Central and Eastern European Countries (CEEC). Research studies investigating businesses in CEEC [9; 10] tend to focus more on the traditional CRM approach than on SCRM. Therefore, the main objective of this paper is to deepen the knowledge in this specific area for CEEC region, specifically in the Czech Republic, and to identify how the character of SCRM is determined by these facets of business. The paper also follows previous works of authors [11;12] in this field. The question remains in what extent the companies are building such social communities and use them in their CRM systems.

Harrigan and Morgan [5] argue that small and medium enterprises (SMEs) tend to build their own online communities for customer communication, but less likely to participate in customer-owned communities or to make up such communities for their use in marketing. However, the use of these communities in larger corporation was not researched in deeper extent, yet. Therefore, the first research question was determined as *"What is the level of building of own online communities and participation in relevant customer-owned communities and what factors affecting it?"*.

The fact that SMEs do not sufficiently participate in communities created by customers goes somehow against the idea of involving customers designed by Kumar [13], but can be explained by lack of time on the side of SMEs. In general, SMEs tend to keep higher level of face-to-face contact than larger corporations [14;15]. Moreover, the previous research underlined problems of SMEs to keep strategic and long-ranged focus [15;16]. Therefore, can be assumed that proactive management of interactions in communities and strategic approach to managing online communities differ according to organization size. Therefore, the second research question was phrased as *"What is the level of proactive management of interactions in online communities and strategic approach to online communities and what factors affecting it?"*.

Findings of relevant studies show that social media are an important part of CRM business processes in firms allowing them have interactions via marketing messages, decisions on products and conversation in general [17;18]. At the same time can be assumed that social media will play a role especially towards to final consumers as relationships with business partners have rather more long-ranged and personalized character than online interactions in communities. Therefore, the third research question was phrased as *What is the level of use of online communities as a way of engaging with customers and what factors affecting it?"*.

Social media provide easily accessible customer data used for making strategic marketing decisions [12;17;19]. Despite the fact that such data were always a ´motor´ driving CRM, the social media data are very different in their nature [20;21]. Moreover, such data are not only accessible and created directly by customers, but also a real-time, 'messy' and difficult to be analyzed and quantify [8;17]. Customer data collected on social media are mainly used for decisions in small and medium enterprises and not by larger corporations. While SMEs are strong in customer communication, the larger organizations are better in information aspects of CRM. Regarding to the market orientation, the differences in use of social media can be assumed because various market orientations require establishing of different customer relationships. Therefore, the fourth research question was phrased as *"How organizations use social media in their CRM system to support marketing planning and budgeting and also to analyze responses to marketing campaigns and what factors affecting it?"*.

Acquiring and management of information is vital for every organization conducting CRM. In SMEs the social media data as number of likes, tweets, comments or posts are in general too messy and thus left out of creation of real customer information and following marketing decisions [8;17].

98   Conversely, in larger organizations the constructs for obtaining the information and its integration
99   are made [16; 20]. Such data enabling the differentiation of every ´customer touch´ which is also a
100 source of information [17]. Social media like Facebook, Twitter and LinkedIn can constitute a number
101 of touch points. In general, the SMEs do not perform more advanced levels in CRM data mining.
102 Carson [22] explains this by relatively small base of customers and huge number of day-to-day
103 decisions. Studies of Kumar and Harrigan, Ramsey, & Ibbotson [13; 7] found that SMEs have not tend
104 to use customer information for more complex calculations as lifetime customer value or the value of
105 customer´s referrals to other customers. Therefore, the fourth research question was phrased as "*How*
106 *organizations collecting, integrating and using customer information and what factors affecting it?*".
107

2. Materials and Methods

109   The methodology of the paper follows up a previous studies [7;11;12] conducted in a given field.
110 The constructed questionnaire, partially tested in previous studies, comprised 54 questions divided
111 into five sections. Section 1 included questions on the importance assigned by the respondents
112 (businesses) to marketing and CRM practices, section 2 questions on customer relations, section 3
113 questions on online communities, section 4 questions on the use of social networks, section 5
114 questions on acquiring and managing information and finally section 6 questions on the
115 characteristics of businesses (market orientation, size, legal form). This article specifically deals
116 with sections 3, 4, 5, and 6. The majority of the questions were scalable and used typical five-level
117 Likert scale.
118   A sample of 362 respondents working in the same number of organizations participated in the
119 study. The data were collected from 248 SMEs up to 250 employees as well as 112 firms with over 250
120 employees during time period between December 2015 and January 2016. The questionnaire
121 distribution was conducted with use of 144 reporters (they encouraged organizations to participate
122 and be responsible in careful completion of the questionnaire by physical visit, phone call or an e-
123 mail alert). Research involved only organizations with the competence in the Czech Republic. The
124 sample represents 362 firms out of 905,706 organizations that are – according to Czech statistical office
125 – actively use social media (4.00 %). Majority (58.9 %) of examined firms focused on both business
126 and consumer markets. Approximately one quarter (25.9 %) of firms were oriented solely on business
127 markets, the remainder (11.7 %) solely on the final consumers.
128   Statistical significance of results was tested on the 5% level of significance. The statistical
129 software Statgraphics was used for statistical analysis. At first, the analysis of variance was
130 conducted. F-test to compare standard deviations and t-test to compare means was used. At second,
131 in case the standardized skewness and/or kurtosis was outside the range of -2 to +2 for 1 column,
132 which indicated non normality, the Kruskal-Wallis test was conducted and the medians instead of
133 the means were tested.
134

3. Results

136   This section may be divided by subheadings. It should provide a concise and precise description
137 of the experimental results, their interpretation as well as the experimental conclusions that can be
138 drawn.

3.1. Building of online communities

140   Online communities exist in form of own communities (established and operated by
141 organization) or customer-owned communities. Results shown that *own communities* are more
142 frequent in larger firms with over 250 employees. In these larger organizations the mean value
143 reached 3.17 pts (on five-point Likert scale) and was significantly higher than the mean of smaller
144 organizations where value was 2.77 pts., only. The difference was found even higher for comparison

145 between organizations up to 50 employees and organizations with over 500 employees. Statistical
146 testing confirmed significant statistical variance in results according to firm´s size (p-value = 0.00132).
147   Participation in *communities owned by customers* is more frequent in larger organizations, again.
148 However, the organization size, does not affect the engagement so much as in the previous case. Score
149 for larger organizations with over 250 employees reached 3.11 pts., while in organizations with up to
150 250 employees it was 2.87 pts. In almost one third of cases (30.1 %) respondents answered that they
151 are "not very sure" or they "nor agreed or disagreed". In this case, the differences in results were not
152 statistically significant.

153 *3.2. Proactive management of interactions in online communities and strategic approach to online*
154 *communities*

155   Similarly to previous organizational activities, *the proactive management of interactions in*
156 *communities* is rather domain of larger organizations. Average score in firms with over 250 employees
157 reached 2.61 pts., whereas 2.21 pts., in smaller organizations. Interestingly, the highest score was
158 found in organizations sized from 250 to 500 employees (32.4 % of respondents strongly or slightly
159 agreed), and not in the largest organizations with over 500 employees where about one fifth (21.3 %)
160 of respondents agreed. Differences in results were statistically significant (p-value = 0.00823).
161   *Strategic approach to management of online communities* was recorded rather in larger organizations.
162 Average score in organizations with over 250 employees reached 3.17 pts., while in smaller
163 organizations it is only 2.77 pts. This difference was proved as statistically significant (p-value =
164 0,00483). More than half (55.5 %) of the largest firms with over 500 employees agreed with this
165 assertion, while an agreement percentage in other size groups does not go over one third of
166 respondents.

167 *3.3. Online communities as a way of engaging with customers*

168   The relationships with the customer initiated via online communities is built more frequently in
169 organizations oriented to final consumers; an average score here reached 2.98 pts. Slightly lower score
170 was found in firms with hybrid orientation (focusing on both markets), it was 2.76 pts. The score was
171 significantly lower in organizations oriented to business market, it was 2.38 pts. The differences in a
172 use of online communities as a way of making relationship with customers according to
173 organizational size were not found.

174 *3.4. Use of SCRM system to support marketing planning and budgeting, analyze responses to marketing*
175 *campaigns, and to customize customer communication*

176   In only 140 (38.7 %) organizations from the sample was formally set up and used CRM system.
177 Therefore, as the number of respondents is lower, the results are interpreted directly according to
178 differences on the Likert scale, and not according to the average score made up of this scale.
179   In general, the firms do not *use social media in CRM systems to support marketing planning and*
180 *budgeting*; only about one quarter of all respondents replied that they use that for this purpose. There
181 are also some differences regarding the market orientation. Support of social networks for marketing
182 planning and budgeting is used mostly in companies with consumer orientation, where 36.4 % of
183 respondents agreed with this assertion. Vice versa, organizations concentrated on the business
184 markets use the social media in the CRM system for marketing planning and budgeting much less;
185 only 12.5 % of organizations agreed. The differences according to market orientation were found as
186 statistically significant (p-value = 0.00036). Detailed results are available in Table 1.
187   As similar to previous case, the differences in the use of *SCRM for marketing campaign effectiveness*
188 according to market orientation were found. Similarly, significant differences were found (p-value =
189 0.00048), the organizations with consumer focus use social media for this purpose much more than
190 organizations with business focus.

191   *SCRM as a factor enabling customization of customer communication* is not affected by the
192 organization size. In general, there were not important differences among larger and smaller

organizations found. Even the more detailed analysis of results, for example in comparison of groups of organization sized up 50 employees and ones with over 500 employees, have not proved any differences. Not surprisingly, the differences in use of social media for customized communication related to market orientation exist. Organization with focus on consumer market use social media for customized communication much more than those with business market orientation. While agreement average score in consumer oriented organizations reached 3.27 pts, in business oriented ones reached only 2.48 pts.; the differences are statistically significant (p-value = 0.01928).

Table 1. Use of SCRM to support marketing according to market orientation

	Market Orientation			Total
	B2B	B2C	Hybrid	
n	*40*	*11*	*89*	*140*
1-strongly disagree	47.5%	9.1%	22.5%	28,6%
2-slightly disagree	27.5%	0,0%	22.5%	22,1%
3-nor agree or disagree	12.5%	54.5%	24.7%	23,6%
4-slightly agree	12.5%	27.3%	22.5%	20,0%
5-strongly agree	0.0%	9.1%	7.9%	5,7%

3.5. Collecting, integrating, and using of customer information

In general, a *regular collecting of customer information* is the most frequent activity associated with social CRM, as it received the highest level of agreement. Also, the results show obvious differences in firms affected by the organization size. Organizations with more than 250 employees reached almost four points' average score (3.95 pts.), while smaller ones reached only 3.43 pts score. The differences are statistically very significant (p-value = 0.00001).
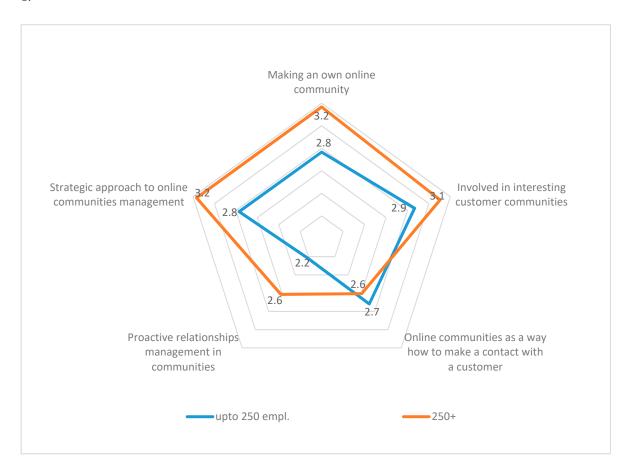
Integration of internal and external customer information is also relatively very frequent in the examined organizations. In larger firms with over 250 employees the average value 3.63 pts was found, in comparison to smaller ones with average value 3.00 pts. The differences between these larger and smaller firms were found as statistically very significant (p-value = 0.00001). At higher or lower organizational size this difference further increases. Firms with over 500 employees were identified with such integration in more than half of firms. Vice versa, in firms with up to 50 employees was an agreement percentage lower than one third.

Using customer information to assess the lifetime value of customers is more likely to be performed in organization with over 250 employees where an average score is 3.40 pts. On the contrary, the firms with up to 250 employees reached an average score 2.75 pts. only. The differences are statistically very significant (p-value = 0.000003).

Besides of mentioned, the *customer information can be used to measure the value of each customer´s referrals to other customers.* The differences in use of customer information to measure the value of customer´s referrals were found, however, the differences were not so strong as in previous cases, but still statistically significant (p-value = 0.02105). Larger firms with over 250 employees reached score 3.33 pts., while smaller firms received an average score 3.01 pts. Generally, we can say that probably firms have not too much experience with the calculation, as about one third of them does not favor neither to agree nor disagree with use of it.

4. Discussion and conclusion

Paper findings showed several insight to the field researched. Generally, the researched companies value the most areas as making an own online community, strategic approach to online communities management and involvement in interesting customer communities, where the score of agreement was the highest. General awareness of these topics is higher in larger organizations than in smaller ones. The organizations rather build their own online communities than participating in customer-owned ones, more typical it is for larger organizations. On the other hand, use of online communities as a way how to make a contact with a customer, is more frequent in smaller organizations. Presentation of interesting results related to organizational size is illustrated in Graph 1.

Graph 1. Differences in online communities' management according to organization size.

Regarding the difference related to market orientation, the engagement with the customer via online communities is more frequent in the organizations focused on the final consumer market. In general, social CRM is used to support marketing planning and budgeting just a little. If so, the support is more significant in organizations oriented on final consumer markets, not on the business markets. Similar results exist for the use of social CRM for the purpose of marketing campaign analysis. Businesses oriented on the final consumers use social networks for CRM more frequently than organization with business market orientation. In general, companies collect customer information regularly as well as integrate internal information with information from external sources. Advanced calculations as measuring of customer life-time value or measuring the value of each customer´s referrals to other customers is rather a domain of larger companies, the smaller ones use them just rarely. In this case, the findings of previous research of Kumar and Harrigan, Ramsey & Ibbotson [13; 7] were confirmed.

254   Regarding to size, the findings of this study are in contrast to Trainor et. al´ study [23], where no
255 significant association between SCRM capabilities and the organization size was found. Besides of
256 this, the study findings can be, with regards to slightly different samples, compared with the research
257 [7] conducted on the sample of British SMEs in 2014. Comparison shows that British organizations
258 obtain higher scores in areas as establishing own online communities and proactive management of
259 relationships in the communities; use of social media as a way to establish a relationship with the
260 customer and customization of the communication. Those organizations also collect customer
261 information more regularly and integrate information more often. Vice versa, Czech organizations
262 are more engaged in the customer-owned communities and having more strategic approach in
263 management of online communication.

264   Presented paper showed that SCRM practices are in many facets significantly affected by the
265 organization size and organization market orientation. Next research in this field might be
266 concentrated on other factors affecting the use of SCRM as number of marketing staff, business
267 nature, outsourcing of SCRM activities and other research interests.

268

269 **Author Contributions:** Both authors have an equal contribution to the article.

271 **Conflicts of Interest:** The authors declare no conflict of interest.

References

273 1. Schiff, J.L. 8 CRM Trends You Need to Watch. Retrieved April 25, 2015, Available online:
274   http://www.cio.com/article/2399823/enterprise-software/8-crm-trends-you-need-to-watch.html (14.8.2017)
275 2. Erragcha, N.; Rabiaa, R. Social Networks as Marketing Tools. Journal of Internet Banking, 2014, 19 (1), 1-
276   12. Available online: http://www.icommercecentral.com/open-access/social-networks-as-marketing-
277   tools.php?aid=37961 (16.7. 2017)
278 3. Porter, C.E.; Donthu, N.C. Cultivating trust and Harvesting Value in Virtual Communities. Management
279   Science., 2008, 54 (1), 113-128). Available online:
280   https://pubsonline.informs.org/doi/abs/10.1287/mnsc.1070.0765 (2.8. 2017)
281 4. Van Looy A. Social Customer Relationship Management. In: Social Media Management. 2016. Springer
282   Texts in Business and Economics. Springer, Cham.
283 5. Harrigan, P.; Morgan, M. From e-CRM to s-CRM. Critical factors underpinning the social CRM activities
284   of SMEs. Small Enterprise Research, 2014, 21(1), 99-116. Available online:
285   http://www.tandfonline.com/doi/abs/10.1080/13215906.2014.11082079 (4.6.2016)
286 6. Osakwe, Ch.; Nedu, B.H.; Popa, S.; Chovancová, M.; Soto-Acosta, P. Understanding cosmopolitan
287   consumers' repeat purchasing in the emarketplace: contribution from a brand orientation theoretical
288   perspective. E+M Ekonomie a Management, 2016, 19(4), 149-166, 10.15240/tul/001/2016-4-011. Available
289   online: https://opus.lib.uts.edu.au/handle/10453/106516 (12.4.2017)
290 7. Harrigan, P.; Ramsey, E.; Ibbotson, P. Integrating e-CRM to create Customer Insight in SMEs. 2011
291   Available online: http://works.bepress.com/paulharrigan/14/ (21.6.2016)
292 8. Chen, H.; Chiang, R.H.L.; Storey, V.C. Business intelligence and analytics: from big data to big impact. MIS
293   Quarterly, 2012, 36, 1165-1188. Available online: https://www.jstor.org/stable/41703503?casa_
294   token=oEPzZU73wl0AAAAA:ExuSnstGhOSiAUTx0S4XnzmgoguNotOnvyjYhRcKMeTgQbAXjnuby2hht
295   dhL_EqwsOiGXerKcPUVIpEgeg5kNuOK-G_r1YdEgtWJFnQXro0BfliWpDCY (12.8. 2017)
296 9. Marková, J.; Myslivcová, S. Implementation of CRM in the Industrial Markets in the Czech Republic. In
297   Alpen-Adria Universität Klagenfurt and University of Maribor (eds.): European Conference on
298   Management, Leadership and Governance, 2013, 412-422. Available online:
299   https://scholar.google.cz/scholar?hl=cs&as_sdt=0%2C5&q=Markov%C3%A1%2C+J.%3B+Myslivcov%C3%
300   A1%2C+S.+Implementation+of+CRM+in+the+Industrial+Markets+in+the+Czech+Republic&btnG=
301   (12.8.2017)
302 10. Baird, C.H.; Parasnis, G.. From social media to social customer relationship management. Strategy &
303   Leadership, 2011, 39(5), 30-37. Available online:
304   https://www.emeraldinsight.com/doi/abs/10.1108/10878571111161507 (2.8.2017)

305 11. Bachmann, P; Kantorová K. From Customer Orientation to Social CRM. New Insights from Central Europe.
306   Scientific Papers of the University of Pardubice. 2016, 36 (1I/2016), XXIII, 29-41. Available online:
307   https://download.upce.cz/fes/scipap/SciPap-D-36.pdf#page=30 (12.8.2017)
308 12. Kantorová, K.; Bachmann, P.; Hrdinková M. CRM, Social Networks and Small and Medium Enterprises.
309   Does it all fit together? In Marketing Identity: Digital Life – part I. Conference proceedings from
310   International Conference. University of Ss. Cyril and Methodius in Trnava, Slovak Republic. 2015, 108-120.
311   Available online: https://dk.upce.cz/bitstream/handle/10195/66738/Social%20CRM%20Trnava%
312   20lfin%c3%a1ln%c3%ad%20ANJ%20(002)_new.pdf?sequence=1&isAllowed=y (12.4.2017)
313 13. Kumar, V.; Aksoy L.; Donkers B.; Venkatesan R.; Wiesel T.; Tillmanns, S. Undervalued or overvalued
314   customers: Capturing total customer engagement value. Journal of Service Research, 2010, 13, 297-310.
315   Available online: http://journals.sagepub.com/doi/abs/10.1177/1094670510375602 (13.6.2017)
316 14. Jack S.; Moult, S.; Anderson, A.R.; Dodd, S. An entrepreneurial network evolving: Patterns of change.
317   International Small Business Journal, 2010, 28, 315–337. Available online:
318   https://www.researchgate.net/publication/240280446_An_entrepreneurial_network_evolving_Patterns_of
319   _change (6.4.20016)
320 15. O'Dwyer, M.; Gilmore, A.; Carson, D. Innovative marketing in SMEs. European Journal of Marketing, 2009,
321   43(1/2), 46-61. Available online: https://www.emeraldinsight.com/doi/abs/10.1108/03090560910923238
322   (12.8.2017)
323 16. Sandberg, S. Experiential knowledge antecedents of the SME network node configuration in emerging
324   market business networks. International Business Review, 2014, 23, 20-29. Available online:
325   https://www.sciencedirect.com/science/article/abs/pii/S096959311300111X (12.6.2017)
326 17. Bijmolt, T.H.A.; Leeflang, P.S.H.; Block, F., Eisenbeiss M.; Hardie, B.G.S.; Lemmens, A.; Saffert, P. Analytics
327   for customer engagement. Journal of Service Research, 2010, 13(3), 341-356. Available online:
328   http://journals.sagepub.com/doi/abs/10.1177/1094670510375603 (2.8.2017)
329 18. Chau, M.; Xu, J. Business intelligence in blogs: understanding consumer interactions and communities. MIS
330   Quarterly, 2012, 36(4), 1189-1216. Available online: https://www.jstor.org/stable/pdf/41703504.pdf?
331   casa_token=OmKyQsIfMtkAAAAA:QSp5PWd3qRC2UKZ4HFJp8HZxxTN5ZUmY3zjedAhuNyBSMiKGI
332   d6Zr1mxaClnrppegWlKl6XTJBcqqq6udcWMe9bhU94e6LejifnCEn_l4D4_B1SYBR4C (12.6.2017)
333 19. Lee, D.J.; Ahn, J.H.; Bang, Y. Managing consumer privacy concerns in personalization: A strategic analysis
334   of privacy protection. MIS Quarterly, 2011, 35, 423-444. Available online:
335   https://www.jstor.org/stable/23044050?casa_token=g9PknwYMRhEAAAAA:MELA9YuxQdZPMZWvEcl
336   gAMDQ-onuaaR8EX9Ce4TtTcvX8U6xCNMXTrF7uFrBl3K4Z9NJV2kNvQD_X4Nk2Ot0am5lA1ET
337   _gYy41lBXp9xVgGvyKOloDL4&seq=1#metadata_info_tab_contents
338 20. Jayachandran, S.; Sharma, S.; Kaufman, P.; Raman, P. The role of relational information processes and
339   technology use in customer relationship management. Journal of Marketing, 2005, 69(4), 177-192. Available
340   online: https://www.jstor.org/stable/30166560?seq=1#page_scan_tab_contents (12.8.2017)
341 21. Payne, A.;, Frow, P. A strategic Framework for customer relationship management. Journal of Marketing,
342   2005, 69(4), 167-176. Available online:
343   http://journals.ama.org/doi/abs/10.1509/jmkg.2005.69.4.167?code=amma-site (12.8.2016)
344 22. Carson, D; Cromie, S.; McGowan, P.; Hill, J. Marketing and entrepreneurship in SMEs: an innovative
345   approach.) An innovative approach. Pearson Education, Harlow. 1995. ISBN 9780131509702
346 23. Trainor, K., J.; Andzulis, J.; Rapp, A.; Agnihotri, R. Social media technology usage and customer
347   relationship performance: A capabilities-based examination of social CRM. Journal of Business Research,
348   2014, 67, Issue 6. June 2014, pp. 1201-1208. https://doi.org/10.1016/j.jbusres.2013.05.002